

Working Session #4 – Work Planning & Control Issues Identified Per EFCOG and PSO

EFCOG

- Scope creep
- Reinforce behavior-Time Out
- Risk adverse approach by DOE is unrealistic
- Current focus on # of events vs. significance is misleading
- Need to address work control vs. control of work
- Complexity of work packages increasing in order to cover all hazards
- Decreasing tolerance for error by DOE at field element level

EM

- No DOE standard for work control
- Controlling scope creep
- Flow down of requirements to subcontractors
- Work planner experience, training, qualification, & availability
- Overly complex work packages
- Demonstrated chart depicting that initially when quality is low, as you focus more on procedures the quality improves, however, as procedures continue increasing in complexity, quality starts dropping.
- Work Planning & Control needs an SME/SMP owner
- Weak in Performing within controls
- Integration of controls (such as RWP, JHA, IH, Work Release, Pre-job briefings, Engineering Controls)
- Multiple work activities or contractors in the same location or with multiple work processes.
- Adequate definition of hazards

SC

- Formal work planning vs. skill of the craft
- Application of work planning & control to all levels of work
- All work is planned regardless of whether it is skill of craft or not
- Routine work needs included in planning
- Need to default to work planning not to skill of craft
- Balance between control & accountability
- Change control in work planning & control including work package
 - Expect the unexpected
 - Changes in work scope
 - Effectiveness of change control
- Work within controls
- Subcontract issues
- Management needs to be in the field

NNSA

- Independent assessments necessary for credible oversight
- Applying work standards to subcontractor, small business & DOE direct subcontracts
- Inclusion of Human Performance Initiative
- Training/qualification of work planners

NE

- Higher level of involvement (contractor & DOE) in planning stages
- Activity specific Hazard Identification
- Continue development & implementation of system engineering
- Balance between training and qualification of planners
- Improve the image of work planners so more desire to enter the role.
- Consistency in work packages
- Post-job reviews, including quality and content
- Work Control focus on maintenance vs. all scope

Cross-Cutting Issues

- **Flow-down of requirements**
- **Work planner experience/training**
- **Scope creep**
- **Consistency/quality in work packages**
- **Work Planning & Control (in maintenance focus) vs. applicability to all work.**